

1 - Academic & Vocational Relationships

A - Search For

2 - Committee Minutes, Agenda, Memoranda, Notes 1944

b 1944

MEETING OF THE COMMITTEE TO CONSIDER AFFILIATION
WITH AN ACADEMIC INSTITUTION
February 4, 1944

12

Since the last meeting of the Committee,
which was December 24, 1942-

*preparatory to a conference with Dean Chase
relative to an affiliation with
Harvard University.*

There was a conference with Dean Chase -
December 28, 1942.

Committee members who attended - *many* - *this conference* -
Mr. Gray, Dr. ~~Evans~~, Dr. Faxon,
Miss Sleeper, Miss Johnson

Great deal of material prepared.

Later - Dean Chase reported over the telephone to Mr. Gray.
Mr. Gray sent memo of this conversation to Miss Johnson
as follows:

13 and 6
15

"Mr. Conant regarded an affiliation of that sort as entering into
the vocational field and was flatly unwilling to consider the
matter while the war was on."

The "while the war was on" was tantalizing -
Informal discussions with members of Board of Trustees and
different committees.

In early December, 1943, Bishop Sherrill asked Mr. Ketchum, who is
Mr. Conant's personal lawyer, to talk with Mr. Conant. This
Mr. Ketchum did. Mr. Conant's response was the same - ~~but~~ *he* stated
that he was of the opinion that new courses would have to be set up
at Radcliffe to meet our need.

As new
Meanwhile Mrs. Jordan, the wife of President ~~Jordan~~ of Radcliffe, had
been re-appointed to our Advisory Committee to the School of Nursing.
She had interested Mr. Jordan in our need, and was about to make an
appointment for us to discuss our need with the Dean of the Harvard
faculty and Mr. Jordan.

Mr. Ketchum knew of this possibility and told Mr. Conant of it. Mr.
Conant stated that there was no reason why we should not discuss the
availability of suitable courses with Mr. Jordan and Mr. Buck.

A conference attended by President Jordan, Miss Sherman, Assistant Dean of Radcliffe,
Miss Sleeper, and I took place January 4, 1944.
The following day Mr. Jordan sent us a memorandum relative to that discussion.

Introduction to the Discussion by Miss Sleeper of the possible program:

President Jordan stated that Radcliffe would not set up vocational
education - that the only way to the consideration of the preparation
of nurses was to make the concentration ~~of~~ *in* the nurses in Psychology,
Biology, or Sociology.

Miss Sleeper *studied* the Radcliffe catalogue and prepared herself for the
discussion of the program *with* Miss Sherman, the Assistant Dean. *This conference with
Miss Sherman*
Asked Miss Sleeper to take up the report of this discussion.

Mr. Jordan's memo - of Jan 5th

2/4/44

PROBLEMS

1. Lack of time for us to set up sufficiently inclusive course in nursing.
2. The small number to be enrolled (12 yearly).
3. Lack of educational guidance and academic support.
4. Lack of faculty participation and recognition
5. In summary, program does not improve the educational status of the school as a whole (not acceptable to the Association of Collegiate Schools of Nursing.)

Possible - seemed likely intended
all as Dr. Smith - certain faculty members.
Possible reasons: contributed to another group. Probably earnest students.

Letter from Andrews = Charles also -

Possible
M. I. T. - Vassar Education - College - Dining room - Service - House -
Wellesley - Dairies -
Public Health - Dept. of Education. Set up as integral unit.
Who + how most appropriate.
Any vote.

Graduate School - Harvard - Rockefeller
School of Public Health.

Robert Palmer
Wellesley
June.

MEETING OF COMMITTEE APPOINTED BY TRUSTEES
to
CONSIDER AFFILIATION WITH ACADEMIC INSTITUTION

Place: Office of the Principal - Date: February 4, 1944

Present: Mr. Gray, Chairman; Dr. Faxon; Dr. Means; Mrs. Homans; Dean Mesick;
Miss Johnson and Miss Sleeper.

Purpose: 1. To review Miss Johnson's and Miss Sleeper's conferences and
correspondence with President Jordan, and Mr. Ketchum's
conference with Mr. Conant.
2. To advise relative to next step.

I. See material provided for this meeting by Miss Johnson and Miss Sleeper.

II. Pertinent remarks of discussion of above:

Mr. Gray:

Radcliffe really interested. Miss Johnson's and Miss Sleeper's presentation to Mr. Jordan clearly given - and need understood - Mr. Jordan interested in education of women - Radcliffe must have Harvard's full consent for such a development.

Miss Sleeper:

Harvard will add course in Bacteriology as such is need for other students - Explained difficulty of sending students to Radcliffe from B. L. I. - or from here - conflict of classes - experiences - vacations. Emphasized credit Radcliffe or Harvard gives for courses by our medical men: Drs. Cobb and Lindemann. Yet no hope for such credit for courses taught to nurses by same men. Probably not time to develop a good nurse with this time spent at Radcliffe. Asked: would Radcliffe hold degree until end of 5 years? If so, would ^{be} acknowledging credit for nursing. In this program trying to make a nursing program out of a liberal arts program. Simmons has science program. No course in human anatomy at Radcliffe.

Dr. Faxon:

Need 5-year course, not a graduate school.

Dr. Means:

For small group - not all. Such a program so expensive no one could afford a nurse. Asked how many college graduates here now: told relatively few as go to Yale where now no additional financial expenditure. Asked why not 6 years' course - (answere- competition) A biology course not considered very broadening or valuable. 4th year medical students responsibility for military training interferes with study of medicine. Is this new plan an educational ideal? A Foundation should not endow hospital for its school of nursing but Simmons or Radcliffe (As medical school is endowed.) M.G.H. offers clinical training to medical students.

Miss Mesick:

What does M.G.H. gain? Summer course good introduction but less value as part of real preparation.

III. After some discussion Mr. Gray asked -

What are we to accomplish by this meeting?

Miss Johnson's reply: To question the soundness of this program as discussed by Radcliffe's conferences - and to decide where to go next.

IV. Problem re-stated:

1. Lack of time for sound course in nursing-not possible in this program.
2. Limited number of students permitted to enroll. It would be some time before we got 12 a year. It would be very difficult to tell which 12 should take the course. 7% of total enrollment.
3. Lack of educational guidance and support for nursing school.
4. Lack of faculty participation and recognition. One of our difficulties now is loss of people - best instructors and supervisors go to schools where they have academic affiliations and faculty can participate in and be recognized in college program.

Pertinent discussion following: Radcliffe gives no credit for our part of program. Dr. Means states - Med. schools (1) required degree following 4 yrs. (2) 3 years with degree (3) 3-year men without degree (4) 2 year pre-med. Medical students will not wish to go back to leisurely methods of pre-war but present acceleration too exhausting. Why not 2 years college and then nursing?

V. Mr. Gray:

If this plan not right, what about Wellesley - Tech. Believes possible contact with Tech - many women - strong science - geographically near - is vocational college - yet not much relation/ ^{between nursing and engineers.} (May be as logical as nursing at Yale.) M.I.T. once had public health. Probably crowded in war time.

B. U. - possibility of autonomous school - In all universities certain schools stronger than others - At. B. U.: law, theology, medical coming along.

VI. Mr. Gray: What should this committee do?

Miss Johnson: Wish authority to discuss possibilities with M. I.T.

1944

Following the adjournment of the meeting of February 4, Mr. Gray stated that he would be glad to be of any possible help relative to making a contact with Mr. Compton. During and after the meeting it was deemed advisable to acquaint Mr. Jordan of the consensus of the discussion of the February 4th meeting. It was felt that he should know why we felt the present program did not meet our need and

if no adjustment could be made, then we must discuss the question with other colleges.

A few days later Mr. Ketchum came into the office. It was my opinion that he rather regretted our decision to approach another college until there was further discussion with Radcliffe or possibly with Mr. Conant. It was plain that Mr. Ketchum was of the opinion that the attitude of Harvard as of other colleges toward vocational education might be changed by the war and the years following.

1944
On February 24 Miss Johnson wrote a letter to Mr. Jordan accompanied by a memorandum stating wherein the discussed program with Radcliffe does not meet our needs. Almost at once Mr. Jordan replied by letter - on February 26. He telephoned the office on March 6. Miss Johnson was out of town but for some reason he did not reach Miss Sleeper who was here. About the 8th a letter came from Mr. Jordan's secretary stating that Mr. Jordan had been called to the middle west because of the very serious illness of his father, who died a few days later.

February 4, 1944 - Meeting of Special Committee to Consider an Affiliation
with an Academic Affiliation

Dr. Faxon	
Mr. Gray	Miss Johnson
Mrs. Homans	Miss Sleeper
Dean Mesick	Dr. Means

Miss Johnson started out by giving summary of what had happened since first meeting on December 24, 1942. (Summary on typed sheet.)

Mr. Gray made mention of fine presentation Miss Johnson and Miss Sleeper had made to Mr. Jordan. Said that Mr. Jordan and Radcliffe are interested in the matter, but they won't reduce their own academic requirements. We must conform to them. Radcliffe should go into it with an open mind and not be too rigid. Radcliffe's interest gives us an opening.

Miss Johnson to Mr. Gray: Why do you think Radcliffe was interested? It was beyond courtesy.

Mr. Gray: Didn't have a long talk. Mr. Jordan is interested in business of getting people from small towns. So many now from city.

Miss Johnson mentioned ~~XXXX~~ Miss Sleeper's study of geographical distribution. It started study at Harvard and Radcliffe, according to Mr. Gray.

Mr. Gray: Radcliffe can't do anything without Harvard's complete understanding and consent. When Mr. Jordan came in, Radcliffe and Harvard relations very close. Radcliffe can go to Harvard much more readily than before. Mr. Jordan is very much interested in the education of women.

Miss Johnson mentioned that Mr. Ketchum said final authority not with Mr. Jordan. Conant saying that he is not interested in vocational education.

Sleeper - Biology Department has an interest.

Discussion of problems by Miss Sleeper:

Only three concentrations worked out successfully. Best was Biology. New tutorial system may mean that it won't be the best.

Average Radcliffe student - Biology and Psychology.

Special - good strength for student in English and language - must be able to omit first course in English, must have reading ability in a language. Anatomy, Physiology, Chemistry.

Harvard says it will put in Bacteriology course if other students can use it.

Miss Sleeper showed plan.

Three full college years. Nursing to begin second summer.
First summer - basic preparation.

Full time at end of third year. One course at college plus tutorial program. Return to the college for at least 3 hours of class instruction a week and tutorial hour.

Second conference with Miss Sherman - Miss Sleeper said we couldn't put sound nursing course in on that basis.

Students can go to B.L.I. only for three summer months. No opportunity to give them a vacation.

J. - Radcliffe is getting in 13 of its required 15 courses for a degree during 3 years before they come to us. They give absolutely no credit toward degree for anything they have with us.

We have a course in Abnormal Psychology taught by Dr. Lindemann - it wouldn't be a good course for nurses. Talked about giving a course here which would be essentially Psychiatry. They said it might be possible if it can be open to Harvard students. Miss Sleeper thinks nothing will come of it. It begins to smack of vocational program. We should work out courses which could be given during the 4th and 5th years here at the hospital.

J. We tried to tell Mr. J. that men teaching here who teach at Harvard Medical School - too bad they wouldn't give credit for courses given here by those men.

Dr. Means asked if course at Radcliffe was for all M.G.H. students. Told no - it was an opportunity for those who wanted it. Three year course goes on as usual. Dr. Faxon said 50-75% would be in 3-year course.

J. - mentioned case of University of California and Stanford and how they emerged into 5-year school.

Faxon wants combination - not complete university school.

Dr. Means - I understand that the purpose is to train nurses for special nurses. All nurses can't go through with it - otherwise no one will be able to afford a nurse.

Mesick - Radcliffe profits more than Mass. General. Not so advantageous for M.G.H.

Dr. Means asked about number of college graduates we have now. Told that we have few - most of them go to Yale where they can get scholarship.

Miss Sleeper said that we can't put in a sound nursing course under that plan (?) Not enough time for bedside practice left to develop a good nurse.

student

Dean Mesick: Summer courses are splendid - valuable to show a ~~XXXXX~~ whether she wants to be a nurse. Not of value as far as continuous work for hospital. A good preparation in nursing training, but that is all. Limited in time.

Miss Sleeper said Radcliffe might be able to hold degree until student had finished course here in order to keep students from dropping out after they had finished Radcliffe's requirements. If Radcliffe did that, it would be the same as giving credit for the nursing course without acknowledging it.

Dr. Means - why not take six years - 3 years for degree and 3 years for nursing - and do the job adequately instead of in a half-baked fashion. Are we doing a thing that is not very sensible in order to compete with others who are doing the same thing?

Sleeper - we are trying to make a nursing program out of a liberal arts program. Simmons has a science program.

No course in human anatomy at Radcliffe. We want to put people into nursing as soon as possible - have Radcliffe basis.

Dr. Means - could learn anatomy on human subject. A biology course is not considered very broadening, nor very valuable.

Dr. Faxon - can a nurse carry on her nursing program here and go out to Radcliffe three days a week one hour each day?

Means - interferes with teaching of 4th year medical students when they have to go out for Military business. Anything that interferes with teaching is a hindrance.

Internes learn more in two months in the hospital than they did for the whole time in medical school. They have to carry responsibility. Now medical students do have some responsibilities - formerly they were taken on Cook's tours around the wards. Now they are there all day, all year, or were until militarization came.

It will impair value of training as nurses to have them go out. What is college training supposed to accomplish? Is it something they want? Is ~~it~~ a matter of expediency for this hospital and other hospitals like it. Not an educational ideal we are trying to reach.

We have to do it here and in other places in order to get people to train. Nursing education has grown up in a bad way. Is given in institutions which aren't actually educational institutions. Services given instead of money for education. Now they have to pay a higher price for education than formerly.

Faxon - only explanation would be to endow the Wentworth Institute or Radcliffe College, one primarily vocational, one academic. Nobody is ready to give money to endow.

If you take the education out and put it in college and schools it could be done. Finances are holding it back. You can't get any vocational school or college to touch the thing unless the endowment goes with it.

Sleeper - Rockefeller Foundation beginning to stir again.

Johnson - when Dr. Faxon talked with them he got nowhere. They would not endow institution because we would not keep ourselves educationally sound.

Means - shouldn't endow hospital - Endow Simmons or Radcliffe to run a nurses school as Harvard runs a medical school. We could offer clinical training for them.

Johnson - it is not rosy - we must make the committee see that.

Gray - what are we to accomplish by this meeting.

Johnson - We will show that this is not a sound program - find out what it doesn't do and decide where to go next.

Problems:

- 1 -Lack of time for sound course in nursing not possible in this program.

Limited number of students permitted to enroll. It would be some time before we got 12 a year. It would be very difficult to tell which 12 should take the course. 7% of total enrollment.

- 2- Lack of educational guidance and support for nursing school.
- 4- Lack of faculty participation and recognition. One of our difficulties now is loss of people - best instructors and supervisors go to schools where they have academic affiliations and faculty can participate in and be recognized in college program.

Radcliffe keeps everything and we have nothing. We are trying to make an academic affiliation with a L.A. institution. It does not combine anywhere.

Means - Many are going into medicine today without a B.A. degree. Most medical schools don't require a degree any more. At first they took 4-year men with degree, then 3 year men with degree, then 3 year men without degree, now 2-year men who had taken pre-med. course. Average are 2 years younger than they used to be. Students won't want to go back to leisurely methods of pre-war time - nor will they adopt accelerated program - too exhausting.

Degree is not necessary. Why not two years of college and then nursing? What's the matter with "R.N."?

Sleeper - no public recognition of training - diploma and not degree. Still one state in union which registers nurses without high school graduation.

Gray - this plan isn't good enough - what about Wellesley? Tech?

- J. Tech - a men's college full of engineers. Only a handful of women. M.I.T. is vocational, however. Miss Sleeper and I think Wellesley is too far away. A lot of work to get into street clothes and get way out to Wellesley. If M.I.T. had an interest it would be helpful. - They are used to having women.

Why not the same problem at Wellesley as Radcliffe? They do have school of P.E.

Dr. Means thought Tech the best bet. Dr. Faxon said it was like having a class in embroidery in a blacksmith school. He doesn't oppose it but thinks that will be the popular reaction. It is an engineering school - the best in the country - tack a school of nursing on it and it will look ridiculous.

Sounds no queerer to Dr. Means than having it at Yale.

Tech at one time had a P.H. course.

What about B. U.?

Situation is somewhat a question of personalities.

M. R. Smith heads up graduate school for nurses in department of education. It is more than we can take on. Why should it be in department of education? ~~Radcliffe~~ Couldn't it be an integral school as the school of law, etc., at B. U.? Mrs. Jordan says there are strong schools within the university: School of Theology and School of Law. Is it not possible to have a strong school of nursing?

Gary - medical school is coming along - Marsh has done a magnificent job.

J. - B. U. has thought about affiliation with another hospital. We want a set-up which is ours without 4 or 5 other hospitals mixed up too.

Sleeper - economic factor - if girls are going to spend all that money they want a good nursing course - better than we are giving at the moment.

Gray - what should committee do?

J. - we would like not only for our own sakes but for the sakes of our colleagues to clear up with M.I.T. - find out if we can get anywhere - then try Wellesley.

All agreed that it would be good to try Tech - Compton would listen and be very understanding.

Faxon - we should go back to Radcliffe and tell them that if they insist on the present program the whole thing is off. If they want to reconsider on a different basis, all right.

Means - if we are going through with this in order to increase our school - what good will it do us to have the Radcliffe plan with 12 people? A drop in the bucket.

Mr. Jordan away until Feb. 21. Dr. Faxon suggested writing a letter and sending it along, waiting a week and if we hear nothing, go over to Tech.

Miss Johnson spoke of alumnae who write about their daughters coming here - send daughters to school which has a 5-year course.

October 11, 1944

Mr. Francis C. Gray
10 Post Office Square
Boston, Massachusetts

My dear Mr. Gray:

I shall try to set forth in a few words our situation relative to an affiliation between our school of nursing and an educational institution—as it stands today.

You are, I think, up-to-date with our overtures to Harvard and Radcliffe. During the summer we conferred with the proper authorities of the Massachusetts Institute of Technology. We learned that Technology would demand for students in nursing all of the science requirements that are made of their men. These courses are not only extensive in sciences but also in mathematics. For example, considerable calculus is required. It seemed to us that young women who were qualified, or what is more important, interested in this amount of science would not be interested in nursing. One of the men at the Massachusetts Institute of Technology made the statement that he believed that the young woman who was sufficiently interested to take this amount of science would probably not be the kind of person who would be interested in nursing. We think that he was right. I will not further discuss Technology but we decided that no satisfactory program could be established.

Also during the summer we talked with a committee from Wellesley College. They were at first quite sympathetic with the possibilities of an affiliation although at the present time they do not grant a Bachelor of Science Degree. If the decision were in favor of some relationship with Wellesley the admissions would be limited to thirty each year. This does not allow for possible growth. At Wellesley there is, of course, the factor of high cost. Perhaps not as much in actual cash as the fact that Wellesley is not situated for commuting, — for students who can reduce the cost by living at home. At the moment the Long Time Planning Committee at Wellesley are questioning whether or not Wellesley should set up a plan which is for vocational or professional preparation. There is a meeting of the Wellesley Faculty tomorrow, October 12, where the matter will be further discussed. I am inclined to think that the vote will be to the effect that they believe it is unwise to establish such an affiliation at Wellesley College.

Two or three weeks ago Dr. Faxon, Miss Sleeper, and I believed the time had come when we should make inquiries at Boston University. Bishop Sherrill

10/11/44

wrote a letter introducing Miss Sleeper and me to President Marsh. We talked with Dr. Marsh on Wednesday, October 4. His reaction was sympathetic and he stated that he would talk the matter over with his Board on Friday, October 6. I learned that you were on that Board and telephoned your office either Thursday or Friday, to tell you that the question would come up at the Board Meeting. Your secretary told me that you were not in the office that day and would not attend the Trustees' Meeting at Boston University.

I think our next move is to talk with the proper authorities at the Boston University which would be particularly with a committee which would be in a position to know whether or not we could set up the right kind of a program.

Ofcourse, Dr. Faxon, Miss Sleeper and I know that no decision will be made until there has been action of your committee and of the Board of Trustees. However, it seemed wise to keep studying the possibilities through the summer.

The slate will be somewhat cleared when we hear the vote which will be made at Wellesley tomorrow.

Very truly yours,

Sally Johnson, R. N.
Principal

SJ:N
Enc.

MASSACHUSETTS GENERAL HOSPITAL
SCHOOL OF NURSING

November 21, 1944.

Memorandum: Concerning our present situation relative to the study of an affiliation of the School of Nursing and an academic institution.

To: Dr. Faxon

From: Miss Johnson

- 1) Harvard University did not wish to consider such a plan because they give no credit for vocational education or for professional education which is given on an undergraduate level. That is to say, without previous full college preparation.
- 2) The same policy exists at Radcliffe College, although there was some discussion on the possibility of an endeavor to get all of Radcliffe's requirements and all of the Nursing School's requirements into five years. As Radcliffe could give no credit for any of the work done in the Nursing School, such a plan was impossible. It would have been necessary for a student to take one major course during each of the two years while she was at the Hospital.
- 3) Massachusetts Institute of Technology could not consider such a plan because it could make no reduction in their Science requirements. Their Science requirements demand extensive Mathematics - through calculus. It would be very unusual to find a young woman who is interested in nursing who would also be interested in any such extensive preparation in Mathematics and Science. The Chairman of the Technology Committee to study this remarked "Any young woman with this interest in Science would probably not be the right material for a nurse."
- 4) Wellesley College went the farthest with the discussion and the consideration. A majority of Wellesley's Academic Council, numbering 104, voted to study possibilities of such an affiliation. There was a considerable real interest. The Academic Council recommended to the Trustees that the question be thoroughly studied. The Board of Trustees of Wellesley College, meeting on November 16, 1944, unanimously voted that nursing education is not the form of education for which that college should be responsible, and therefore it follows that the Trustees should make no effort to secure money for such a project.
- 5) On October 4, 1944 Miss Sleeper and I had a conference with President Marsh in his office. We asked him whether or not Boston University would be willing to discuss the question of an affiliation between the Massachusetts General Hospital School of Nursing and Boston University. President Marsh stated that he was sure that Boston University would be glad to discuss

such a question and that he himself would be favorably disposed to such a plan. President Marsh has had some discussion with the Board of Trustees and has appointed a Special Committee. I understand that the members of this Special Committee are Mr. Augustus P. Loring, Jr., Chairman, Mr. Pliny Jewell, Dr. Shields Warren, Dr. Wesley Lee, Mr. Walter R. Whiting, and Mr. Francis Gray. President Marsh has appointed Mr. Mackechnie, a member of the Faculty, to represent him at certain meetings and in certain discussions relative to the project. From telephone conversations with Mr. Mackechnie we are of the opinion that because of the close relationship between Boston University and the Massachusetts Memorial Hospital the question must be more or less cleared with that institution and possibly with the Medical School. President Marsh's latest message to us was "Ask the School of Nursing to make some proposal." Miss Sleeper and I are of the opinion that we have no authority to proceed further without discussion with Mr. Gray's Committee. I believe it important that we have a meeting of Mr. Gray's Committee as soon as possible.

Recommendation:

- (1) We believe it is now time that certain members of our Alumnae should know of our endeavors. Because of Miss Sleeper's office as President of the National League of Nursing Education she frequently goes to New York City. She met with a small group of our Alumnae in New York City last week. They were interested and the discussion was favorable to our procedures to date. However, they strongly recommended that there be a representative from the Alumnae on Mr. Gray's Committee. At a meeting of the Board of Directors of the Alumnae held Monday evening, November 20th, 1944, I, for the first time reviewed the history of our approaches to the educational institutions, and also the meeting of the small group of the Alumnae in New York City. Miss Sleeper and I were of the opinion that a wise appointment representing the Alumnae would be Miss Helen Wood. With this opinion the Board of the Alumnae Association concurred.

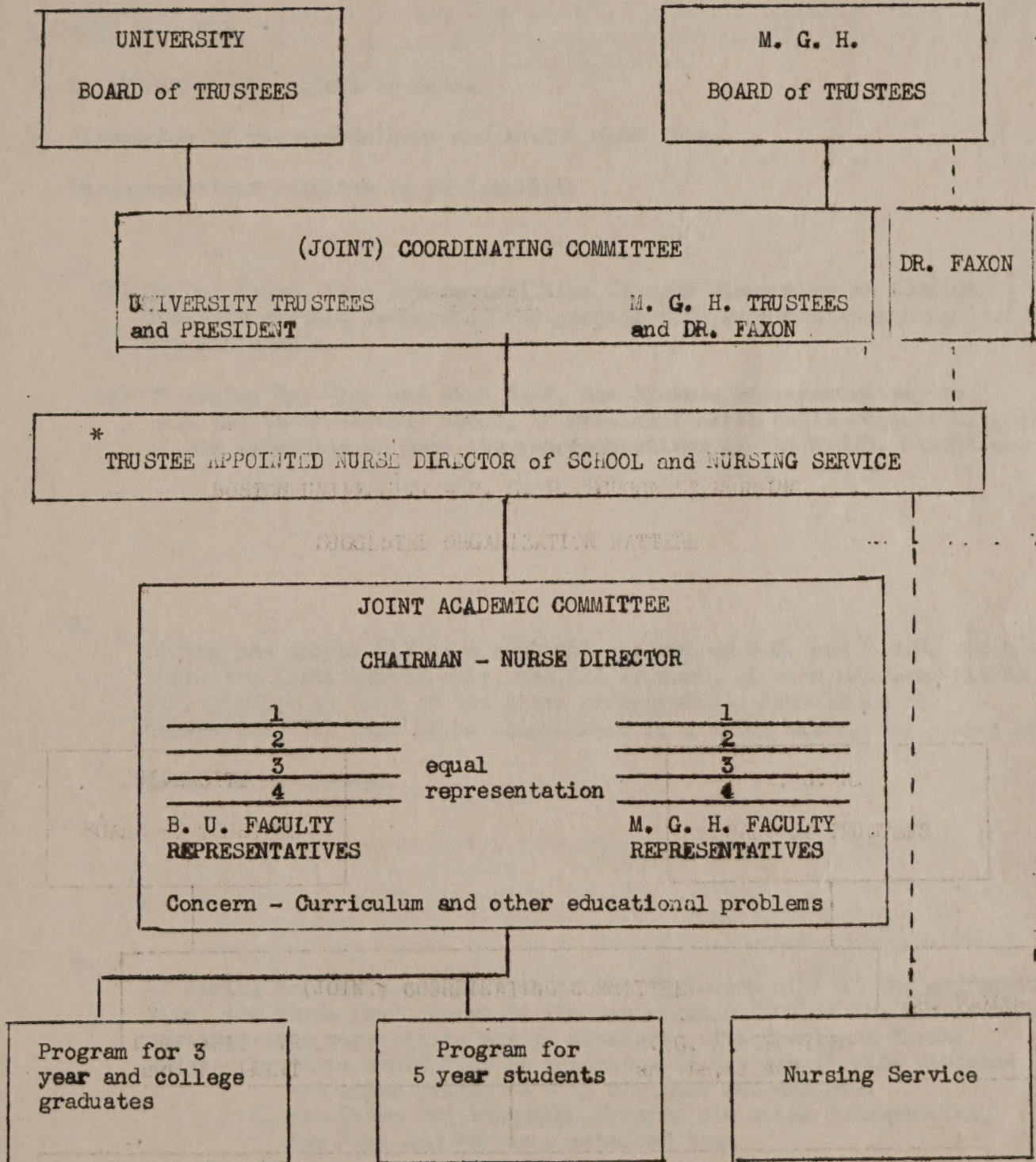
Therefore, I wish to make the following recommendation - "that Miss Helen Wood, M.G.H., 1909, Director of the Simmons College School of Nursing, formerly Director of the School of Nursing at the University of Rochester, and twice acting Superintendent of Nurses at the Massachusetts General Hospital, be appointed to represent the Alumnae on the Committee to study the various factors involved in an affiliation of the School of Nursing with an educational institution which has power to grant an academic degree to the graduates of the School."

Also, I wish to make another recommendation - this is because Miss Sleeper and I feel that we must have a great deal of help from persons who are familiar with the organization of educational institutions. Therefore, we wish to make the following recommendation:

That Mrs. W.K. Jordan, a member of the Advisory Committee to the School of Nursing, be added to Mr. Gray's Committee, named above.

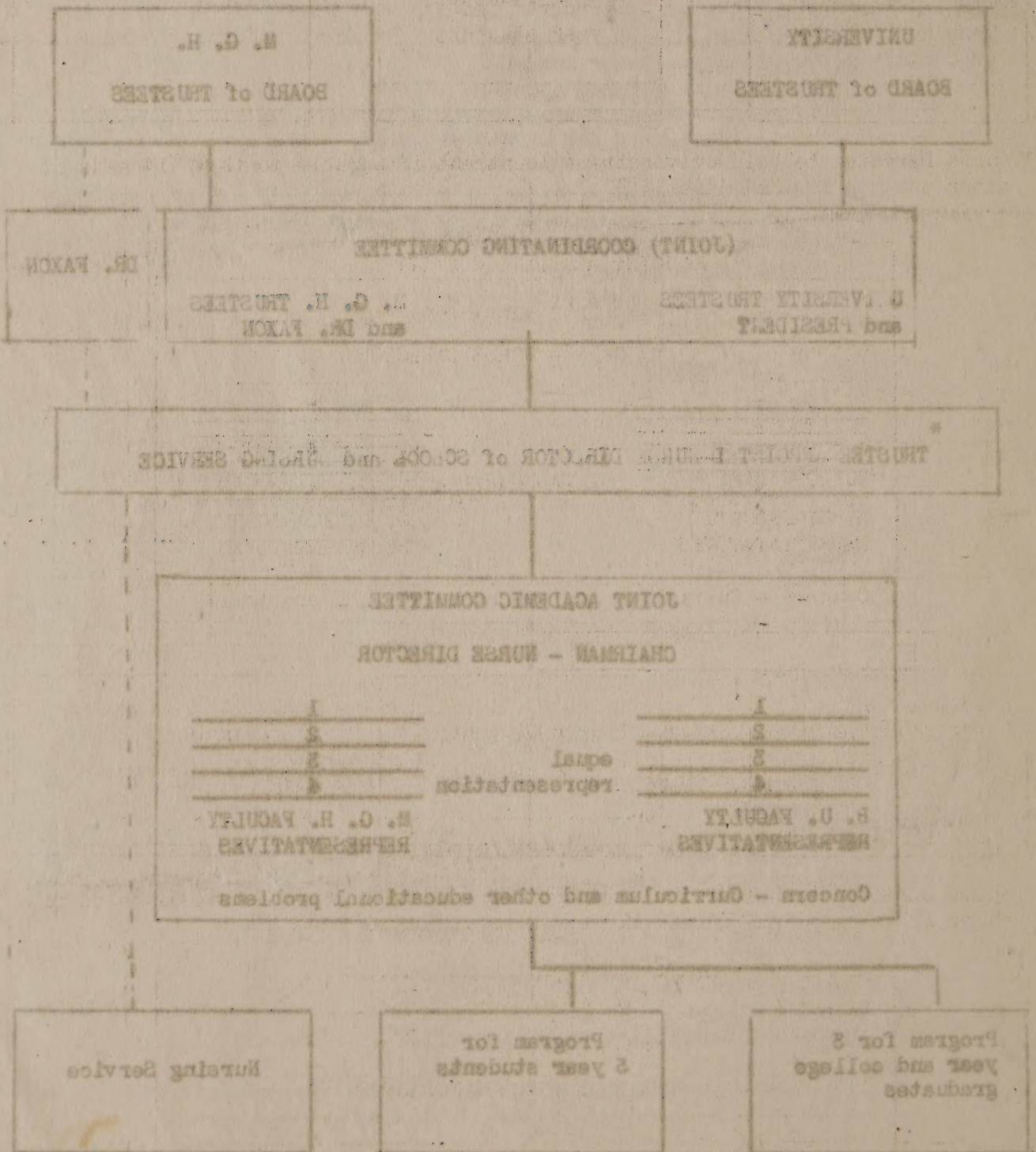
BOSTON UNIVERSITY - M. G. H. SCHOOL OF NURSING

SUGGESTED ORGANIZATION PATTERN



* Nurse Director to hold University appointment comparable to that of heads of other schools in the University

SUGGESTED ORGANIZATION PATTERN



* Nurse Director to hold University appointment comparable to that of heads of other schools in the University

SCHOOL OF NURSING COMMITTEE ON AFFILIATION WITH EDUCATIONAL INSTITUTION

Of organization and control of the new school on basis of pattern submitted.
Luncheon Meeting, November 29, 1944

A G E N D A

- 1- Call to order.
- 2- Brief review of project to date.
- 3- Discussion of recommendations and action upon them.

Recommendations relative to advisability

A.

- (1) Of Dr. Faxon, Miss Johnson and Miss Sleeper discussing as soon as possible certain factors of the project with President Marsh and Mr. Mackechnie.
- (2) Of asking Mr. Gray and Miss Wood, the Alumnae representative, to join the three already named, if President Marsh calls representatives of his Committee to meet the representatives of the M.G.H. Committee.

B.

Of the new school (1) as a combined project of B.U. and M.G.H. and of these two institutions only, and (2) as such, it have autonomy within B.U. similar to that of the other undergraduate schools in the University, (3) that it be established on a trial basis, the period of trial to be decided.

C.

Of giving serious consideration to the inclusion of (at the appropriate time) the three year course in the new organization of the B.U.-M.G.H. and that this possibility now be discussed with President Marsh.

- Note:
1. There would then be graduates of new school with diplomas only, and other graduates with diplomas and degrees.
 2. New Haven and Lakeside dropped old names Presbyterian, New York and Bellevue retained them.

Announcement Meeting, November 28, 1944

A G E N D A

1- Call to order.

2- Brief review of project to date.

3- Discussion of recommendations and action upon them.

Recommendations relative to advisability

(1) Of Dr. Tamm, Miss Johnson and Miss Giesper, discussing as soon as possible certain factors of the project with President Marsh and Mr. MacVann.

(2) Of asking Mr. Gray and Miss Hood, the Alumnæ representative, to join the three already named, if President Marsh calls representatives of his Committee to meet the representatives of the N.C.N. Committee.

Of the new school (1) as a combined project of B.U. and N.C.N. and of these two institutions only, and (2) as such, it have autonomy within B.U. similar to that of the other undergraduate schools in the University, (3) that it be established on a trial basis, the period of

trial to be decided.

Of giving serious consideration to the inclusion of (a) the appropriate time) the three year course in the new organization of the B.U.-N.C.N. and that this possibility now be discussed with President Marsh. Note: 1. There would then be graduates of new school with diploma only and other graduates with diploma and degree. 2. New Haven and Lakeside dropped old names Presbyterian, New York and Bellevue retained them.

FACTORS WHICH ARE BASIC TO A PROPOSAL TO ESTABLISH A

D. ON UNIVERSITY - MASSACHUSETTS GENERAL HOSPITAL, SCHOOL OF NURSING

Of organization and control of the new school on basis of pattern submitted.

1- E. That the B.U. - M.G.H. School be an organization including these two

ins. Of using the recommendations made at this meeting of November 29th, 1944 as basis for the next discussion of representatives of this Committee with representatives of President Marsh's Committee.

2- That the B.U. - M.G.H. School be an independent School within the

University organization with autonomy similar to that of other undergraduate

F. Schools within the University.

Of further study of the finance and budget of a new school preliminary to recommendations to the Trustees of the Hospital relative to securing money for this project.

3- That the B.U. - M.G.H. School be established on a trial basis of 10 years

as other University Schools of Nursing have been established.

G.

Of inviting Miss Effie Taylor, formerly Dean of Yale University School of Nursing and now consultant for similar organization and reorganization of collegiate schools of nursing to give us advice upon the organization, control and administration of a B.U. - M.G.H. School of Nursing.

4- That the B.U. - M.G.H. School be established on a trial basis of 10 years as other University Schools of Nursing have been established.

H. Of setting at least a tentative date for report of conference with B.U. of

and discussion of other matters.

Note: While date will be dependent, in part, on when conference is held with President Marsh, we should clear unavailable dates with members of the Committee - e.g. vacation at Simmons College which might effect availability of Miss Wood and Miss Mesick.

D. Of organization and control of the new school on basis of pattern submitted.

E. Of using the recommendations made at this meeting of November 23rd, 1944 as basis for the next discussion of representatives of this Committee with representatives of President Marsh's Committee.

F. Of further study of the finances and budget of a new school preliminary to recommendations to the Trustees of the Hospital relative to securing money for this project.

G. Of inviting Miss Fille Taylor, formerly Dean of Yale University School of Nursing and now consultant for similar organization and reorganization of college schools of nursing to give us advice upon the organization, control and administration of a N.N. - M.C.H. School of Nursing.

H. Of setting at least a tentative date for report of conference with E.N. and discussion of other matters.
Note: While date will be dependent, in part, on when conference is held with President Marsh, we should clear unavailable dates with members of the Committee - e.g. vacation at Simmons College which might affect availability of Miss Wood and Miss Hesick.

FACTORS WHICH ARE BASIC TO A PROPOSAL TO ESTABLISH A
BOSTON UNIVERSITY - MASSACHUSETTS GENERAL HOSPITAL SCHOOL OF NURSING
AND WHICH MUST BE AGREED UPON BEFORE A PROPOSAL CAN BE CONSIDERED

1- That the B.U. - M.G.H. School be an organization including these two institutions only.

2- That the form of organization adopted give equal control to the Boston University and the Massachusetts General Hospital Board of Trustees and Faculties e.g. see pattern hereto attached.

2- That the B.U. - M.G.H. School be an independent School within the University organization with autonomy similar to that of other undergraduate schools within the University.

3- That a member of the University Staff be delegated to discuss budget items from the B.U. - M.G.H. School be established on a trial basis of 10 years as other University Schools of Nursing have been established.

4- That the B.U. - M.G.H. School (1) admit students to a 5 year course qualifying for a degree and that this degree be such that the graduate may further qualify for study on the Master's degree level in B.U. or other universities offering programs in nursing education (2) admit students to a 3 year course qualifying for a diploma (3) admit college graduates qualifying for a diploma in 2 years and 4 months who may if they desire matriculate upon graduation in the Division of Nursing of the Boston University School of Education, for the Master's degree.

C. M. Lee

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MINUTES OF THE MEETING OF THE
SCHOOL OF NURSING COMMITTEE ON AFFILIATION WITH EDUCATIONAL INSTITUTION

W. Makechnie

November 29, 1944

Time and Place A meeting of the School of Nursing Committee on Affiliation with Educational Institution was held at the Massachusetts General Hospital, Boston, Massachusetts on Wednesday, November 29, 1944

Call to order The meeting was called to order by the Chairman, Mr. Francis C. Gray at 12:30 P. M.

Those present Those present were:

Mr. Francis C. Gray, Chairman
Mrs. Robert Homans
Miss Helen Wood
Mrs. W. K. Jordan
Miss Jane Mesick

and

Dr. N. W. Faxon Ex Officio
Miss Sally Johnson " "
Miss Ruth Sleeper " "

Those absent Those absent were:

Dr. James H. Means

Minutes In lieu of minutes Miss Johnson reviewed past negotiations with other institutions and reported on the meeting with President Marsh on October 4, 1944. Miss Johnson informed the Committee that President Marsh had asked for a "proposal" but that there should be further discussion before such a proposal was made. She discussed the appointment of two new members - Miss Wood and Mrs. Jordan - to the Committee, stating that the time had come to inform the Board of Directors of the Alumnae and a few key alumnae of what we had done so far. Miss Wood's appointment as Alumnae representative was concurred in by Board of Directors of the Alumnae Association. At a recent meeting of the New York group there appeared a little feeling that they should have been informed earlier. We do not feel concerned since our support and backing from Trustees, Dr. Means and Dr. Faxon has been excellent. But from now on the Alumnae should be kept well informed.

Mr. Gray reported on the meeting of the E. U. Trustees' Committee stating that the discussion was very interesting, and that Mr. Makechnie had the necessary information and knew the answers to every question. There were two members of the Committee, Dr. Warren and Dr. Lee, who were concerned about the relationship of E. U. with the Massachusetts Memorial Hospitals. Mr. Gray discussed the concern in his mind and in Mr. Loring's mind as to whether the Massachusetts Memorial Hospitals would prevent our undertaking the project without taking it on themselves. It was left with the Committee appointed by the Trustees of E. U. to find out whether Massachusetts Memorial Hospitals did

object. The last information was that the Committee did not know just where Boston University stood with Massachusetts Memorial Hospitals, but that President Marsh now wishes a specific proposal from the M. G. H.

Miss Johnson then discussed the factors on the accompanying report.

In answer to the question regarding where the Science teaching would be done it was explained that all Sciences might be taught at Boston University, with special Science courses for the 3 year group separate from the 5 year group.

Continuing discussion brought out the fact that B. U. would have to have a larger faculty if the three year group were included, but that the over all costs might not be greatly increased by this feature, because M. G. H. might give up some faculty teaching Science.

Miss Wood explained that the Children's Hospital and Deaconess Hospital student pays Simmons only \$125.00 a semester, while the regular student pays \$150.00 a semester. She believes the authorities at B. U. will say that "if it is a full semester's work, it is full tuition", so the probable cost would be \$170.00 for 3 year students.

The suggested organization chart was discussed to show one possible plan and to explain the relationship whereby the Dean of the School would also function as the Director of Nursing at the Hospital. The appointment would be a dual one at B. U. and M. G. H. She would be responsible not only for the three year and five year course, but also responsible through the Director of the Hospital and the M. G. H. Trustees for the nursing service of the hospital.

Miss Wood's concern about starting an endowment was answered by Dr. Faxon who explained that an endowment is not needed immediately, but that we could start this on an annual basis and then go out and get the capital from which we would get the interest for expenses. This would be possible if the hospital would pay the amount it is now spending. Miss Wood's feeling was that the hospital should share in the expense of the Institution, but that the institutions should share equally, and that Boston University should not feel that the M. G. H. should bear all the expense.

Miss Sleeper explained that 10% of all tuition fees were paid by the B. U. Schools for University administrative overhead, and that each School paid at the rate of \$8.00 a point from the \$10.00 tuition for instruction given to its students in other schools in the University.

Motion

It was moved by Mr. Gray, seconded by Mrs. Jordan, and carried, that Miss Johnson, Miss Sleeper and Dr. Faxon discuss the possibility of establishing a B. U. - M. G. H. School of Nursing as soon as possible with President Marsh and Mr. Makechnie, and report to this Committee.

Motion

It was moved by Dr. Faxon, seconded by Mrs. Homans, and carried, that it be recommended to the Trustees of the M. G. H. that they provide the sum of \$200 to invite Miss Effie Taylor to come to confer with Miss Sleeper and Miss Johnson.

Miss Johnson

MEETING OF MR. GRAY'S COMMITTEE

WEDNESDAY NOON LUNCHEON * NOVEMBER 29, 1944

INTRODUCTION:

Memoranda sent to the majority of the members of the Committee states (1) reasons why affiliation could not be established with Harvard University, Radcliffe, Massachusetts Institute of Technology or Wellesley College (2) that on October 4, 1944 Miss Sleeper and Miss Johnson talked with President Marsh and Mr. Makechnie relative to the possibilities of affiliation at Boston University (3) that President Marsh's response was favorable (4) that President Marsh appointed a committee to canvass the whole subject and report back to the "Boston University Executive Committee" (committee members, Mr. Augustus Loring, Jr., Chairman, Mr. Pliny Jewell, Dr. Shields Warren, Dr. Wesley Lee, Mr. Walter Whiting and Mr. Francis C. Gray) (5) President Marsh requested through Mr. Makechnie that a definite proposal be made by the M. G. H. (6) in response to which Miss Johnson stated that no "proposal" could be made until there was discussion by this M. G. H. Committee. (End of review of previous note to Committee). It is my opinion that the next move with President Marsh is further discussion not "proposal", that a proposal would not be made until the matter had been discussed with our Board of Trustees. In the former communication sent to members of this Committee it was stated that Miss Sleeper had discussed this project with a group of Alumnae in New York City, and that Miss Johnson had discussed the project with the Board of Directors of the Alumnae Association.

For Record - The Vote of Board of Trustees - June 29, 1942

"That the action suggested in the vote of the Advisory Committee be approved subject to a report of the special committee to the full Board."

Two members added to this Committee, appointed by Mr. Gray
Monday, November 27, 1944 - Miss Helen Wood representing the Alumnae and
Mrs. W. K. Jordan from the Advisory Committee to the School of Nursing.

FACTORS TO BE CONSIDERED RELATIVE TO FURTHER DISCUSSION WITH B. U.

1. A school of nursing to be the combined project of B. U. and M. G. H. which shall be one of the several undergraduate schools at B. U. Its name -
B. U. - M. G. H. School of Nursing.

Comments: When this project of an affiliation with an educational institution was first considered, thought was given only to a five year program with an educational institution leading to a degree. During the two years that have elapsed there has been an increasing trend toward the establishment of schools of nursing in colleges and universities. (New England and New York) In these organizations the former three year course as well as the newer five year course have been a part of the reorganization or new organization. While we have known this trend Miss Sleeper and I gave little thought to including the three year course in a new set-up here, as no one of the four institutions approached offered a course leading to a certificate or to a diploma. When we studied the Boston University

Catalogue we learned that in the College of Business Administration and in the College of Practical Arts and Letters a certificate and a debree on Junior College level were given. This led us to question the advisability of including the three year program in the combined school. This would make three programs possible; three year program with diploma, five year program with diploma and degree, and the possibility of a two year and four month course for college graduates who upon graduation might obtain a Master's degree in the Department of Nursing in the School of Education at Boston University in three added semesters. This would provide a diploma and Master's degree for a college graduate in about four years and a semester. Such a threefold program would be quite unique, and this new project would not be "just another five year course."

2. Shall the three year course be part of the combined school?

Possible advantages

- A. The three year group would feel more a part of the whole while at the hospital, and more a part of the whole at the University if the primary Science of the three year group were taught at B. U.
- B. This plan would tend to recruit students to the three year course
Note: applicants to the three year course are now dropping off throughout the country.
- C. More assurance of credit toward the degree program which might be taken later.
- D. B. U. might be more interested in setting up an autonomous school if the three year group were included (perhaps not at once) if there were uncertainty of the growth of the five year course.
Note: Simmons College School began 1919, now twenty-five years old, today has a total of 122 second to fifth year inclusive, plus 67 in the Freshman Class indicating an interest in nursing. Equals an approximate number of 189. Growth rapid during the last few years. Now approximately 50 in the two hospitals. Next year will probably be in the vicinity of 70. I believe there would have been more rapid growth of the Simmons College School in the earlier years if the affiliation had been with only one institution; perhaps this hospital because it is large. Emphasize B. U. - M. G. H. School. No M. G. H. School as such.
- E. Believe if three year course were included as a part of the program the whole could be more easily administered by a Dean or a Director who would then have close relationship with all students, would have more control over the ward experience and the nursing service of both three and five year courses.

Possible disadvantages

- A. Increased tuition for students, as the teaching of the preliminary course Science would be at B. U., and B. U. would have to be paid by the student (Children's Hospital and Deaconess Hospital now pay Simmons College for these Sciences)
 - 1. At present this would be paid through the Cadet Funds.

2. When this aid is over higher tuition fees will be the accepted rule, and combined with lower hours of nursing service. (? economic situation after the war)

B. There will be more emphasis on such educational requirements as hours provided for class preparation, rest and recreation which will result in far fewer hours for "on duty" or nursing service. But if too great difference between number of "duty" hours required from the three year and five year group there will be unhappiness.

Note: Whatever the future development of the school there must be shorter hours, as there has too long been much criticism of our long hours from parents, teachers, nursing organizations, leaders in Nursing Education, student body and alumnae. (New York dinner)

3. Organization and Control

A. The school a project of B. U. and M. G. H. only

- Reasons -
1. Believe growth would be more sound and more rapid than if candidates were allocated to more than one school.
 2. Otherwise the identity of this school would be lost and the outcome would be a B. U. School of Nursing, with the hospital used only for clinical experience, and the project would not be B. U. - M. G. H. (Simmons College)
 3. If other schools included, the Director of the program would probably be a full time person at B. U., appointed by B. U. and would not be a dual appointment with dual and equal responsibility to B. U. and M. G. H.
 4. Believe friends of the M. G. H. would be less inclined to give toward an endowment of the new school if it included other schools.

B. The school with autonomy in the B. U. organization, similar to other schools in B. U.

- Reasons -
1. Nursing School's control of admission standards, similar to Medical School's control of the admission standards
 2. Sets up own budget with any income credit to the school which is over and above meeting expenses of instruction in other departments (English) and costs of overhead of the University.
 3. Gives Nursing a direct voice in the policy making body of the University.
 4. Gives M. G. H. half of the control of the school. Inclusion of other schools would give M. G. H. a smaller fraction of the control.

5. Gives more prestige in the general education field, with the nursing organizations, parents and applicants.

C. B. U. - M. G. H. with equal control.

1. See organization pattern.

4. Finances and Budget

A. Administration and Teaching Staff at University.

Note: If M. G. H. is to have half of the control it must feel very responsible for monies.

B. Administration and Teaching Staff at Hospital.

C. Nursing service for the Hospital

1. Affected by number of graduates secured to meet

- a. Reduced student hours "on duty".
- b. Increased affiliation at McLean and Public Health.
- c. Increased bed capacity of the hospital.
- d. Rotation of students' ward assignments according to educational needs (much more nursing service needed for surgical wards than for medical wards)

D. Dummy budget.

SCHOOL OF NURSING COMMITTEE ON AFFILIATION WITH EDUCATIONAL INSTITUTION

Luncheon Meeting, November 29, 1944

A G E N D A

- 1- Call to order.
- 2- Brief review of project to date.
- 3- Discussion of recommendations and action upon them.

Recommendations relative to advisability

A.

- (1) Of Dr. Faxon, Miss Johnson, and Miss Sleeper discussing as soon as possible certain factors of the project with President Marsh and Mr. Mackechnie.
- (2) Of asking Mr. Gray and Miss Wood, the Alumnae representative, to join the three already named, if President Marsh calls representatives of his Committee to meet the representatives of the M.G.H. Committee.

- B. Of the new school (1) as a combined project of B.U. and M.G.H. and of these two institutions only, and (2) as such, it have autonomy within B.U. similar to that of the other undergraduate schools in the University, (3) that it be established on a trial basis, the period of trial to be decided.

C.

Of giving serious consideration to the inclusion of (at the appropriate time) the three year course in the new organization of the B.U. -M.G.H. and that this possibility now be discussed with President Marsh.

- Note: 1. There would then be graduates of new school with diplomas only, and other graduates with diplomas and degrees.
2. New Haven and Lakeside dropped old names: Presbyterian, New York and Bellevue retained them.

(2)
D.

Of organization and control of the new school on basis of pattern submitted.

E.

Of using the recommendations made at this meeting of November 29, 1944 as basis for the next discussion of representatives of this Committee with representatives of President Marsh's Committee.

F.

Of further study of the finance and budget of a new school preliminary to recommendations to the Trustees of the Hospital relative to securing money for this project.

50,000
20,000
70,000

G.

Of inviting Miss Effie Taylor, formerly Dean of Yale University School of Nursing and now consultant for similar organization and reorganization of collegiate schools of nursing to give us advice upon the reorganization, control and administration of a B.U. -M.G.H. School of Nursing.

H.

Of setting at least a tentative date for report of conference with H.U. and discussion of other matters.

Note: While date will be dependent, in part, on when conference is held with President Marsh, we should clear unavailable dates with members of the Committee - e.g. vacation at Simmons College which might affect availability of Miss Wood and Miss Mesick.

ITEMS SUGGESTED FOR BUDGET FOR B.U. -M.G.H. SCHOOL OF NURSING
(Including 3 year with 5 year course)

Salaries

Director (one half)

S. J. H. Service

ITEMS SUGGESTED FOR BUDGET FOR NURSING SERVICE
(If SCHOOL ESTABLISHES AN AFFILIATION WITH AN EDUCATIONAL INSTITUTION)
NOW CARRIED AS DIVIDED RESPONSIBILITY OF SCHOOL AND SERVICE

Salaries

Director Nursing Service (one half)
Associate Director of Nursing Service
Assistant Director of Nursing Service
Administrative Supervisor, day 4
Administrative Supervisor, evening 2
Administrative Supervisor, night 2
Supervisor of Clinical Instruction (one half)
Clinical Instructors, 6 plus 1 for O.P.D. and 1-2 as necessary at B.M. (one half each)
Supervisor of paid auxiliary personnel
Supervisor of volunteer auxiliary personnel
Office Assistant
Head Nurses (100 % on floors without students)
Assistant Head Nurses (75% on floors with students)
Staff Nurses
Operating Room Staff, 100 % except for one nurse giving instruction in both
the General and Baker.
Central Supply Room Staff
Blood Bank Staff
Attendants
Orderlies
Ward helpers
Maids

All Baker and O.P.D. Nursing Service costs except where Head Nurses and Supervisors give student instruction and are included on "Items Suggested for B.U. - M.G.H. School."

Also: Supplies (Offices, ward)
Equipment (Replacements)
Mimeographing and printing
Travelling
Entertainment of professional guests
Library books for staff education program.

Personnel of residences
Replacement of residence supplies and equipment

TELEPHONE CONVERSATION WITH MISS BESSIE PARKER - CORNELL-NEW YORK HOSPITAL

NOVEMBER 29, 1944

Enrollment

Number of students in School is 265. Began admitting to Cornell University-New York School three years ago. 40% of the first group had two years of college and were eligible for the degree. The next year 60%; the current year 80%. They are still admitting a few with high school preparation only, but with excellent academic records. There are a few with two years of college but not accredited by Cornell, and these are not eligible for a degree. They hope to soon reach 100% admissions eligible for the degree.

Organization

At present the Controlling Committee is "the Executive Committee". This includes the Dean of the School of Nursing, two full Professors of Nursing, five Associate Professors and eight Assistant Professors, all of Nursing, the President of Cornell University, Dean of the Medical School and Chairman of the Medical Board of the Hospital. This Committee deals with curricula and other school problems at the present time. There is a second Committee which may be a Controlling Committee, but which has not yet functioned actively; the General Administrative Board. Membership of this Committee includes the Chairman of the Board of Governors of the Hospital, the Chairman of the Board of Trustees of the University, the President of the University and the Dean of the Medical School. (At the present time the Dean of the School of Nursing is not on this Committee, but is to be called in if the need arises. At this date the nurse in charge of the School is an Acting Dean and Director. When a permanent Dean is appointed it is hoped that she will be a member of the General Administrative Board.) The Advisory Council of the School of Nursing was dissolved when the new organization was set up. It is hoped, however, that a new Advisory Committee to the School of Nursing will be appointed.

Degree

The same course is given to both degree and diploma students. The degree granted is B.S. in Nursing. The first degrees were granted in 1942. The only control which Cornell has directly over the degree students is through the approval of the two year college admission requirements to the School of Nursing. No member of the Cornell University faculty other than the Nurse Appointments instruct or in any way evaluate these students after admission. Students are received from any college which is accredited by the American Association of Colleges and Universities, and also by the Regional Accrediting Association.

Diploma

The diploma is given to both three year and five year students and bears the signature of the Chairman of the Board of Managers of the Hospital, and the Dean of the School of Nursing.

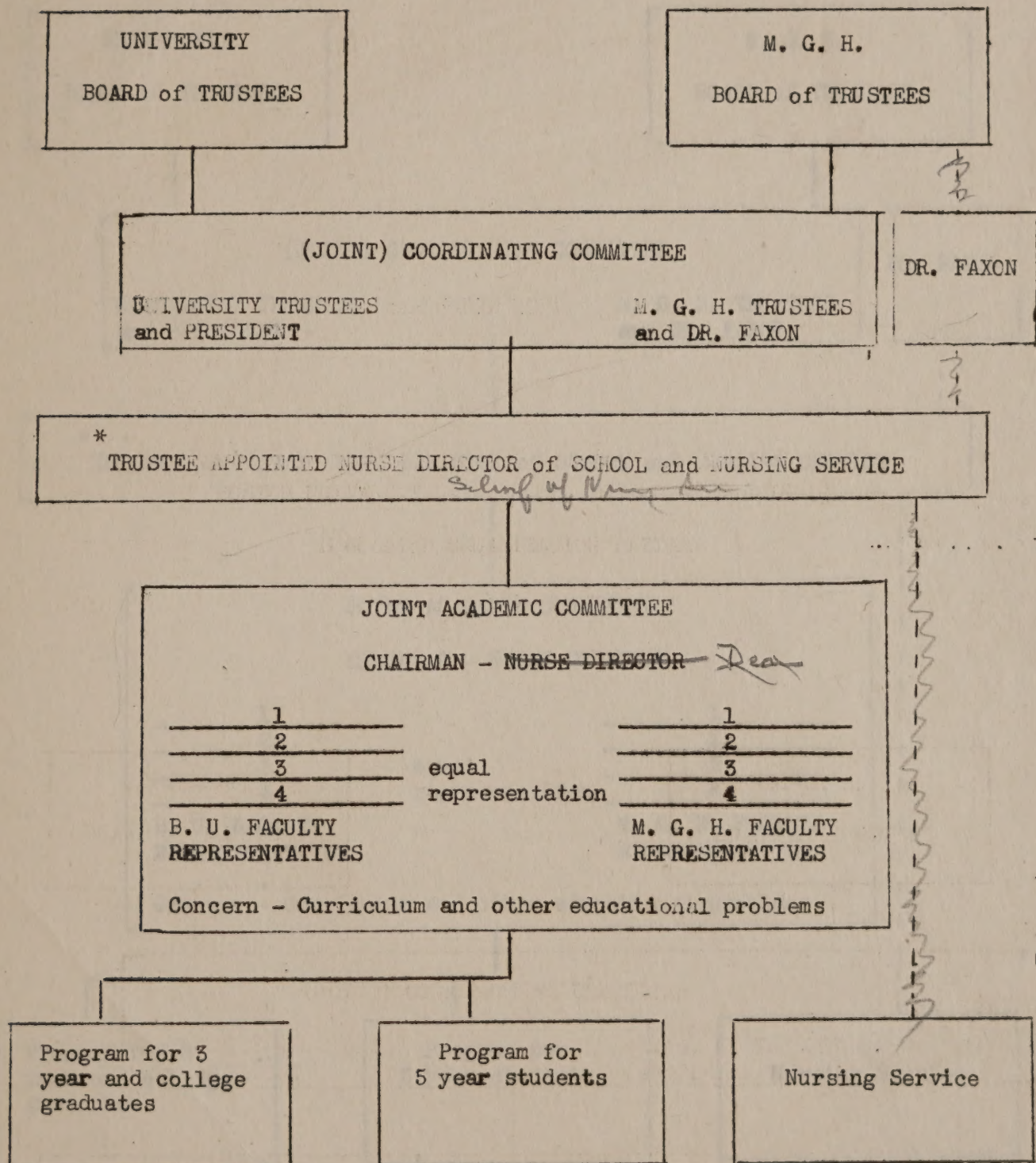
Finance

The Hospital carries entire cost of the program.

Student Hours

All students after the six months pre-clinical period have a total week of 48 hours, including class es. For the first year group classes per week are approximately 12-14 hours, leaving 34-36 hours for ward assignment. In the second and third year, exclusive of the Senior Cadet period, the class hours range from 4-6, leaving 42-44 hours for ward assignment. During the Senior Cadet period there are no class hours, so the student works 48 hours per week on the wards during the last six months.

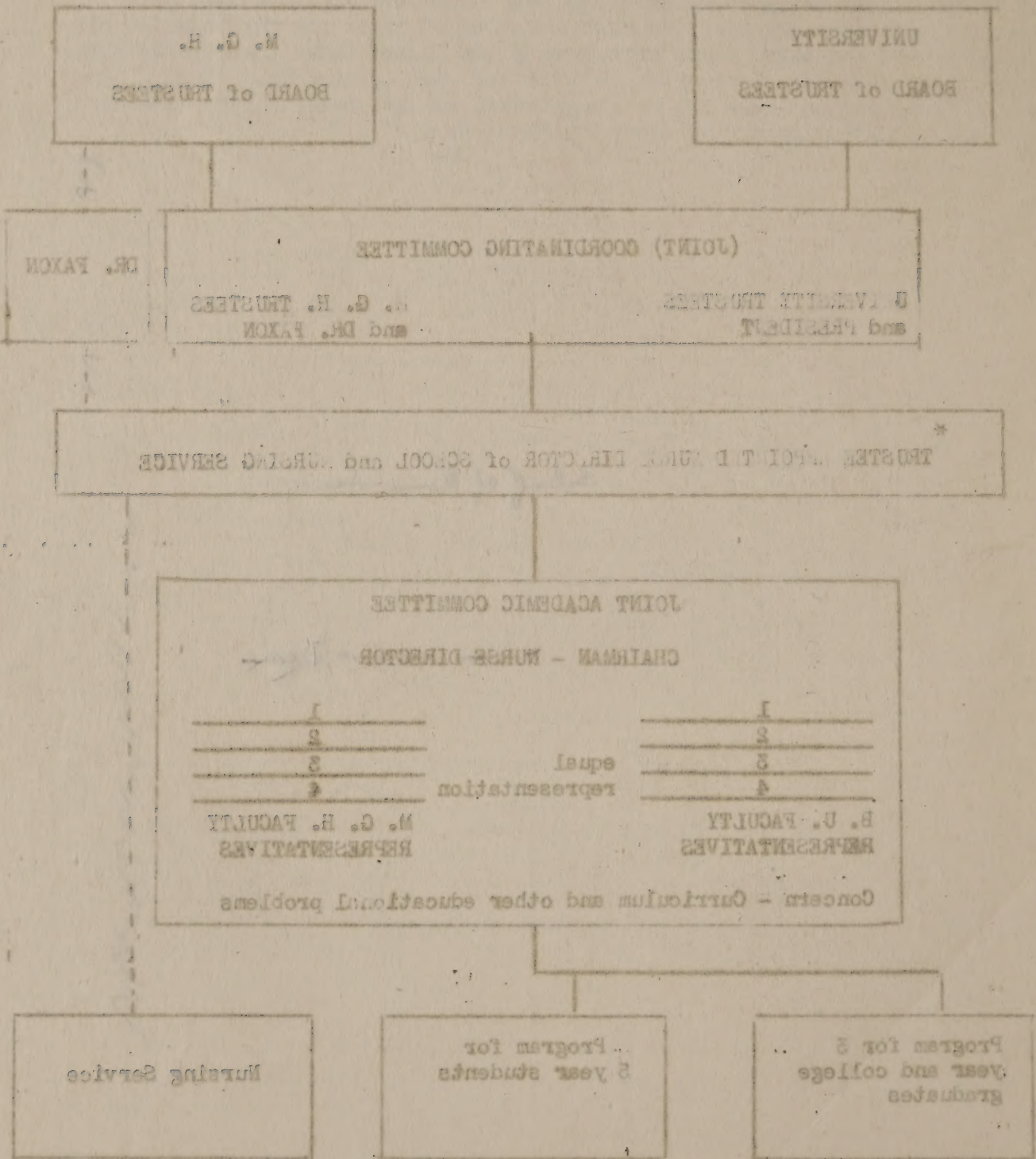
SUGGESTED ORGANIZATION PATTERN



* Nurse Director to hold University appointment comparable to that of heads of other schools in the University

*From President
Admin
Board
Council*

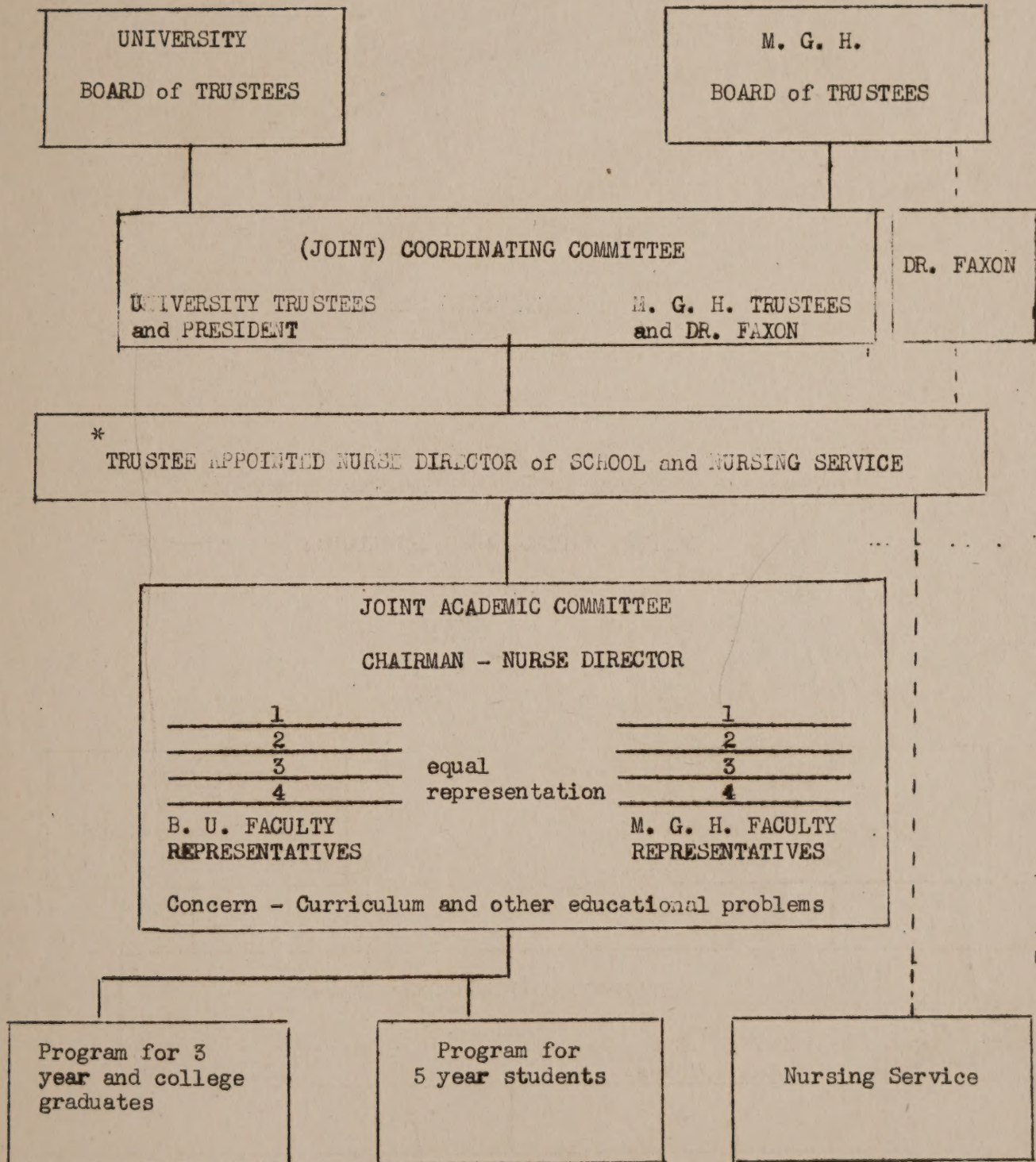
*Certified -
By
J. M. G.*



* Nurse Director to hold University appointment comparable to that of heads of other schools in the University

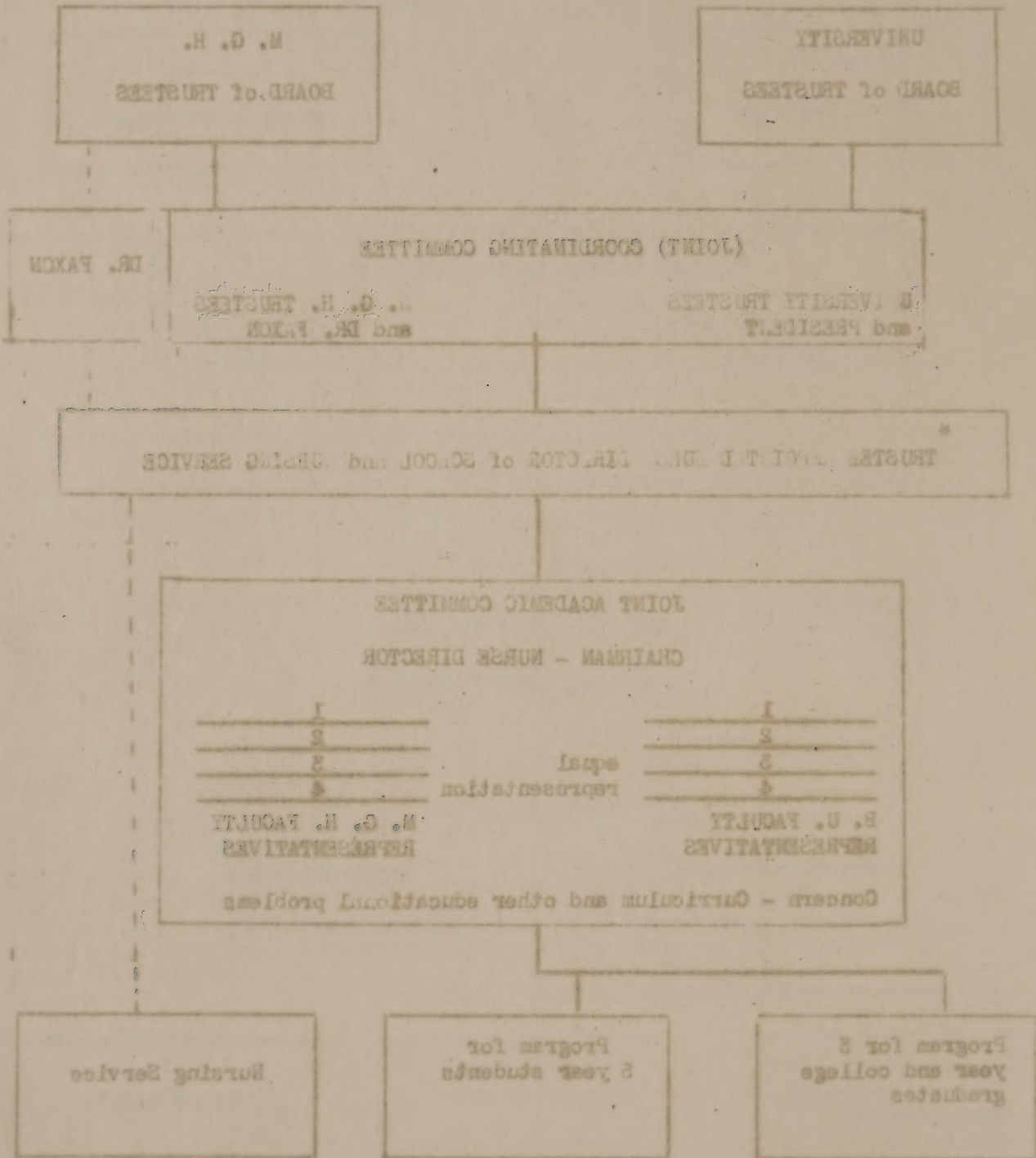
BOSTON UNIVERSITY - M. G. H. SCHOOL OF NURSING

SUGGESTED ORGANIZATION PATTERN



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SUGGESTED ORGANIZATION PATTERN



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